



Getting to the Real Training Requirements to Deliver Business Success

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The 6 Secrets to Successful Requirements Gathering

There are 6 secrets you must know to ensure you're gathering the training requirements that will lead to behavior change and business success.

1. Multi-level Perspective

2. Get to the Real Business Need

- *What's going on in the business / division / department that's driving the need for this training?*
- *What behaviors and / or processes are causing that?*
- *Why does it need to change?*

3. Identify the Scope

How _____ is the business need?

- *Who is impacted by this issue / problem / need?*
- *What people, organizations, customers, vendors, etc are most impacted by this issue?*
- *Does the problem that's causing this need cross multiple teams or divisions in the company, or is it limited to only a few? What about customers, distributors, our channel?*

4. Determine the Severity

Definition: How _____ is this issue / problem / need?

- *How many people or organizations are affected by this problem?*
- *If this need isn't addressed, what will happen?*
- *If this need is addressed, what will be different?*
- *What will success look like?*

5. Uncover the Value

Definition: What's the _____ of this issue / problem / need?

- *If we don't address the business need, what will it cost us? Lost productivity, sales? Decrease in customer sat?*
- *What business metrics will be most favorably impacted if we are successful in addressing this issue / problem / need? Can they be measured by our systems?*

6. Question Using the Funneling Technique

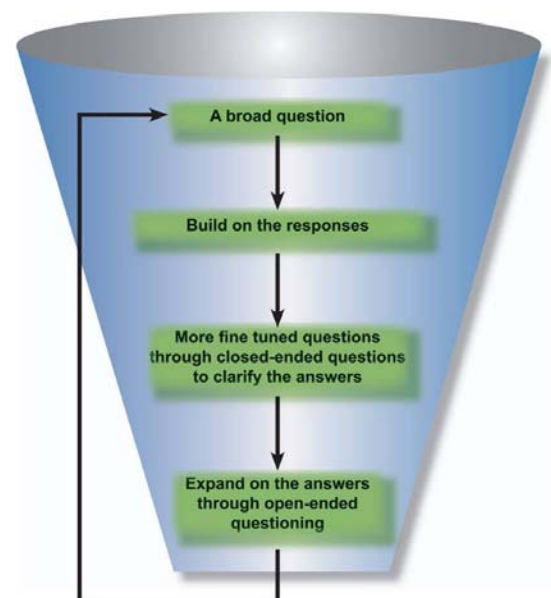
The importance of open and closed-ended questioning in requirements gathering:

Open-ended questions:
_____ the conversation

Closed-ended questions:
_____ information

Expanded questions:
_____ clarification and validation

How this relates to requirements gathering:



4 QUESTIONS TO UNCOVER HIDDEN REQUIREMENTS

Use these 4 questions to uncover hidden requirements your sponsor may not know they have.

1. What other roles will impact success of this initiative?
 - a) Getting to: Who else could benefit from this training?
2. What concerns you most about this program?
3. What would cause people to resist this training?
4. What roadblocks do you anticipate as we move forward with the training?

Modeling & Practice

MODELING

1. What questions did you really liked?
2. What questions would you be uncomfortable asking?
3. What information was uncovered that you didn't expect?

YOUR PRACTICE

1. What percentage of closed ended questions did you ask?
2. What did you feel you did well?
3. What would you like to do differently next time?
4. What suggestions did your partner offer?

Next Steps

Use your notes from today to do the following and get to the real training requirements that will deliver business success for your company

1. For training projects you are currently working, identify gaps in information that you have and schedule a meeting to gather it. Adapt the program as you are able using this new information.
2. Use the Requirements Gathering Call Plan to prepare to gather the additional information or for an initial requirements gathering meeting.

RESOURCES

- Requirements Gathering Call Plan
- Training Requirements Questions

Resources Link: www.klagroup.com/links/training2011/realrequirements

Best successes with getting to the real training requirements!

For consultative selling, lead generation and prospecting tips, check out the [articles](#) in the [resources](#) section at www.klagroup.com and subscribe to our [e-newsletter](#) for a regular dose of consultative selling tips.



Kendra Lee

President, KLA Group

Kendra Lee knows how to shorten the time to revenue in innovative ways. Author of the award winning book, *Selling Against the Goal* and president of the KLA Group, Ms. Lee is a top seller, prospecting and lead generation expert, and sales advisor. Her client list includes Fortune 100 companies as well as small - mid-size IT providers.

Under Ms. Lee's direction her organization has assisted sellers in increasing referrals more than 328% in just 7 weeks, penetrating SMB markets in just 6 weeks, driving new client acquisition more than 31% year over year, moving from solution to consultative selling in only 9 months and increasing annual revenue. Specializing in the IT industry, KLA Group works with manufacturers, distributors, and solution providers to break in and exceed revenue objectives in the small and medium business market.

Articles about or by Ms. Lee have appeared in numerous publications including Channel Insider, Sales & Marketing Management, Top Sales Experts, SalesVantage, Best Management Articles, Sales Dog, EyesOnSales.com, Training, Software Business, and ASTD Training & Development.

Ms. Lee has been a featured speaker on selling IT into small and medium business companies, improved sales performance, and learning and development at various international conferences such as Sales Performance Conference, SHRM, Training, CompTIA Breakaway, Sales SheBang, Software Business, and numerous channel events such as the Microsoft Worldwide Partner Conference, HTG Summit, ConnectWise Partner Summit and Ingram Micro Invitationals.

To find out more about Ms. Lee, read her latest articles, or to subscribe to KLA Group's newsletter and weekly tip visit <http://www.klagroup.com> or call +1 303.741.6636.